



# **CODE OF ETHICS**

**Version: 3 November 2020**

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## **SECTION I SCOPE OF APPLICATION**

### **1. APPLICABILITY OF FIVB CODE OF ETHICS**

#### **1.1. Applicable persons subject to the FIVB's jurisdiction**

For the purpose of these Regulations, the following natural and legal persons (hereinafter in these Regulations the "Parties") are subject to the jurisdiction of the FIVB under the terms herein established:

- The FIVB governing institutions (Congress, Board of Administration, Executive Committee, President);
- The FIVB supporting institutions (Confederations, National Federations, Executive Group, Zonal Associations, Councils and Commissions);
- Persons elected or appointed to a position in any FIVB governing institution other than the Congress;
- Persons elected or appointed to a position in any FIVB supporting institution;
- Persons holding an honorary title granted by the FIVB;
- Natural and legal persons organising or involved in any way in the organisation of FIVB competitions;
- FIVB officials and referees;
- National leagues, clubs, teams and their administrators, team managers, players, coaches, technical and athlete support personnel, and referees affiliated to a National Federation;
- The FIVB licensed agents.

#### **1.2. Applicable Conduct**

The FIVB Code of Ethics shall apply to any conduct of any nature, including any private conduct outside of the scope of FIVB activities unless otherwise defined herein, by any of the abovementioned persons who were bound by this Code at the time that the relevant conduct occurred regardless of whether said person is still bound by this Code at the time that the proceedings commence or thereafter.

#### **1.3. Applicable Law**

The law applicable to the FIVB Code of Ethics shall be Swiss law without reference to its conflict of law provisions.

## SECTION II ETHICS

### CHAPTER 1 Substantive provisions: general part

#### 2. GENERAL PRINCIPLES

- 2.1 Violations of the FIVB Constitution, Regulations and decisions may be sanctioned as provided herein and in the respective provisions of said legal documents.
- 2.2 Unless otherwise specified, offences are sanctionable regardless of whether they have been committed intentionally or negligently.
- 2.3 In addition to personal responsibility, national federations and clubs are accountable, and may be sanctioned accordingly, for the conduct of their players, members, officials, supporters and any persons exercising a function within the federation or the club and/or during the organization of an event on behalf of the federation or club.
- 2.4 Ethics proceedings may be initiated at the latest ten (10) years from the date the offence occurred or, in case of continuous offences, from the date the offence ended.
- 2.5 Article 2.1 above applies also to acts amounting to attempted offences or to any type of complicity involving an offence or attempted offence.
- 2.6 Confederations and their respective bodies shall apply the present Regulations for their competitions.
- 2.7 All sanctions imposed by the FIVB on leagues, clubs, teams and their administrators, team managers, players, coaches, technical and support personnel, FIVB officials and referees and referees affiliated to a NF shall also apply at a continental and national level.
- 2.8 The otherwise applicable sanction may be increased (up to double) in case of a recurrence of the offence. Recurrence occurs if a sanction has to be imposed again within five (5) years of a previous offence of a similar nature.

### **3. SANCTIONS**

- 3.1 The following sanctions for violations of the FIVB Code of Ethics:
- a) Warning;
  - b) Reprimand;
  - c) Compliance training;
  - d) Return of awards;
  - e) Monetary fine of up to CHF 50,000 (for natural persons) or up to CHF 200,000 (for legal persons);
  - f) Permanent deprivation of the right to participate in national and/or international volleyball activities;
  - g) Removal from office or of title (for natural persons);
  - h) Suspension of membership to or recognition by the FIVB (for legal persons); or
  - i) A combination of the above sanctions.

### **4. COMPETENCE TO IMPOSE SANCTIONS**

- 4.1 The FIVB Ethics Panel shall be competent to impose sanctions for offences under the FIVB Code of Ethics.

### **5. EXECUTION OF SANCTIONS**

- 5.1 Monetary Fine
- 5.1.1 The FIVB Ethics Panel that imposes the fine decides the terms and time limits for payment.
  - 5.1.2 Fines must be paid to the FIVB in its bank account in Lausanne, Switzerland no later than three (3) months after receipt of the notification of the imposed sanction, unless decided otherwise by the FIVB Ethics Panel.
  - 5.1.3 Delayed payment shall involve a five percent (5%) per annum surcharge and prohibition from participation in Competitions until the entire fine has been paid.
- 5.2 Disqualification of players and coaches (Deprivation of the right to participate)

5.2.1 Disqualification must be applied to the FIVB and/or other competitions (as applicable) immediately following notification.

5.2.2 If a coach or player participates in a match while he is suspended or disqualified, his team shall forfeit the match and the sanction will be doubled or restart, as decided by the body which imposed it.

### 5.3 Suspension

5.3.1 Suspension starts from the day after receipt of the written notification of the sanction unless decided otherwise by the FIVB Ethics Panel.

5.3.2 The FIVB Ethics Panel may decide to suspend a suspension for a probationary period if a person who is sanctioned provide relevant evidence contributing to the investigation and subsequent sanctioning of ethical violations by other parties or the FIVB Ethics Panel finds that there are other grounds to do so. Such probationary period shall automatically be revoked if the person who is sanctioned commits an additional offence of this Code of Ethics.

5.3.3 A party may voluntarily suspend itself upon receipt of the charge from the FIVB. The time served during the voluntary suspension may be considered as part of any subsequent sanction so long as the party can demonstrate that he or she has properly honoured the voluntary suspension throughout its duration.

### 5.4 All other sanctions

5.4.1 All other sanctions shall take effect from the day after receipt of the written notification of the sanction unless otherwise by the FIVB Ethics Panel.

5.4.2 In the event that such sanction requires additional action to be taken by the sanctioned party, e.g. compliance training, return of awards, etc., such action shall be completed by

the sanctioned party within six (6) months of the date in which the sanction took effect.

## **6. NON-OBSERVANCE OF SANCTIONS**

Non-observance of sanctions imposed by the FIVB Ethics Panel shall be subject to the sanctions provided under Article 16.2 of the FIVB Disciplinary Regulations.

## **7. ADOPTING ETHICS VIOLATIONS DECISION TAKEN BY ORGANISATIONS**

- 7.1 The FIVB Ethics Panel may, either ex officio or at the request of an affected person, decide whether and to what extent decisions on ethical matters taken by other organizations (e.g. the IOC, a Confederation, a Zonal Association, a NF, etc.) are to be applied worldwide.
- 7.2 The authority which issued the decision shall submit to the FIVB all documentation relating to the case, together with a translation if requested by the FIVB.
- 7.3 The decision may be adopted and extended worldwide if it complies with general principles of law and with the FIVB Constitution and Regulations.
- 7.4 In the absence of a decision by FIVB to adopt and extend a decision worldwide, such decision may apply only within the territory (or, in the case of event organizers such as the IOC, to the competitions) controlled by the authority that issued the decision.



## CHAPTER 2 Substantive Provisions

### 8. RELATION TO THE IOC CODE OF ETHICS

These Regulations were drafted on the basis of the IOC Code of Ethics (version 2016). In case of discrepancy, the present document prevails.

### 9. FUNDAMENTAL PRINCIPLES

9.1 Respect for the universal fundamental ethical principles is the foundation of Olympism.

9.2 These include:

9.2.1 Respect for the Olympic spirit, which requires mutual understanding with a spirit of friendship, solidarity and fair play;

9.2.2 Respect of the principle of the universality and political neutrality of the Olympic Movement;

9.2.3 Maintaining harmonious relations with state authorities, while respecting the principle of autonomy as set out in the Olympic Charter, the FIVB Constitution and Regulations;

9.2.4 Respect for international conventions on protecting human rights insofar as they apply to the FIVB activities and which ensure in particular:

- respect for human dignity;
- rejection of discrimination of any kind on whatever grounds, be it race, colour, sex, sexual orientation, language, religion, political or other opinion, national or social origin, property, birth or other status; and
- rejection of all forms of harassment and abuse, be it physical, professional or sexual, and any physical or mental injuries;

- 9.2.5 Ensuring the Parties' conditions of safety, well-being and medical care favourable to their physical and mental equilibrium.

## **10. INTEGRITY OF CONDUCT**

### 10.1 Obligation of care

10.1.1 The Parties shall use due care and diligence in fulfilling their mission. At all times, they shall act with the highest degree of integrity, and particularly when taking decisions, they must act with impartiality, objectivity, independence and professionalism.

10.1.2 They shall refrain from any act involving fraud or corruption. They must not act in a manner likely to tarnish the reputation of the FIVB or the sport of volleyball in general.

### 10.2 Code of conduct

The Parties or their representatives shall not, directly or indirectly, solicit, accept or offer any form of remuneration or commission, nor any concealed benefit or service of any nature, connected with the organization of the Competitions or their position within FIVB, unless expressly provided in the FIVB Constitution and Regulations.

### 10.3 Gifts

10.3.1 Only tokens of consideration or friendship of nominal value, in accordance with prevailing local customs, may be given or accepted by the Parties. Such tokens may not lead to the impartiality and integrity of the Parties being called into question.

10.3.2 Any other form of token, object or benefit constitutes a gift which may not be accepted, but must be passed on to the institution of which the beneficiary is a member. The FIVB shall establish a Registry of Gifts.

### 10.4 Hosting principles

For hospitality shown to the Parties, as well as those accompanying them, a sense of measure must be respected.

#### 10.5 Conflicts of interest

The Parties must refrain from placing themselves in any conflict of interests. The Parties shall respect the following provisions concerning conflict of interests:

- a) Before being elected or appointed, Parties shall disclose to FIVB (or Confederation or National Federation, as applicable) any personal interests that could be linked with the duties they are about to undertake.
- b) Conflicts of interest arise if a party has, or appears to have, private or personal interest(s) that detract from its ability to perform its duties with integrity in an independent manner. Private or personal interests include gaining any possible advantage for himself, his family, relatives, friends and acquaintances.
- c) While performing their duties, Parties shall avoid any potential conflict of interest, i.e. any situation that could lead to a conflict of interest.
- d) The Parties shall not perform their duties if they have a conflict of interest. Any such conflict shall be immediately disclosed to FIVB.

#### 10.6 Independence

10.6.1 The Parties, their agents or their representatives must not be involved with legal entities or persons whose activity or reputation is inconsistent with the principles set out in the FIVB Constitution and Regulations.

10.6.2 The Parties shall neither give nor accept instructions to vote or intervene in a given manner with the organs of the FIVB.

#### 10.7 Integrity Check

10.7.1 In the event that a Party subject to the integrity check of persons elected or appointed to or candidates for positions in the FIVB Governing Institutions fails to

continue to satisfy the substantive provisions of Appendix 1 (Clause 3 of Appendix 1) of the FIVB General Regulations through his or her term of office, such failure shall result in a violation of this Code of Ethics and an automatic removal from his or her position.

## **11. INTEGRITY OF COMPETITIONS**

### **11.1 Obligation of care**

The Parties shall commit to combat all forms of cheating and shall continue to undertake all the necessary measures to ensure the integrity of sports competitions.

### **11.2 Relationship with other documents**

The Parties must respect the provisions of the World Anti-Doping Code, the Olympic Movement Code on the Prevention of the Manipulation of Competitions in any other FIVB Regulations.

### **11.3 No advertisement policy**

All forms of participation in, or support for betting related to the Boys' (U19) and Girls' (U18) competitions, and all forms of promotion of betting related to Boys' (U19) and Girls' (U18) competitions are prohibited.

### **11.4 Conduct unbecoming**

Parties in all the disciplines of the sport of volleyball must not, by any manner whatsoever, manipulate the course or result of a competition, or any part thereof, in a manner contrary to sporting ethics, infringe the principle of fair play or show unsporting conduct.

## **12. GOOD GOVERNANCE AND RESOURCES**

### **12.1 Basic Universal Principles of Good Governance of the Olympic and Sports Movement**

The Parties must respect the Basic Universal Principles of Good Governance of the Olympic and Sports Movement (see Appendix A), in particular transparency, responsibility and accountability.

12.2 Use of resources

The resources of the Parties connected with the FIVB and the Competitions may be used only in accordance with the principles and objectives included in the FIVB Constitution and Regulations.

12.3 Accounting principles

The income and expenditure of the Parties shall be recorded in their accounts, which must be maintained in accordance with generally accepted accounting principles. An independent auditor will check these accounts.

12.4 Payments by FIVB

In cases where the FIVB gives financial support to the Parties:

- a. the use of these resources in accordance with the principles and objectives included in the FIVB Constitution and Regulations must be clearly demonstrated in the accounts;
- b. the resources shall be used in accordance with the purpose defined by the FIVB and always for the good of the sport; and
- c. the accounts of the Parties may be subjected to auditing by an expert designated by the FIVB Board of Administration.

12.5 No intervention by third parties

The Parties recognize the significant contribution that broadcasters, sponsors, partners and other supporters of sports events make to the development and prestige of the Competitions throughout the world. In order to preserve the integrity and neutrality of the various bidding procedures organized by FIVB, the support and promotion of any of the candidatures by broadcasters, sponsors, partners and other supporters must be in a form consistent with the rules of sport and the principles defined in the FIVB Constitution and Regulations. The broadcasters, sponsors, partners and other supporters must not interfere in the running of sports institutions.

### **13. CANDIDATURES**

- 13.1 The Parties shall in all points respect the various manuals and regulations published by the FIVB or its Confederations linked to the selection of organizers of Competitions.
- 13.2 The Parties shall respect the integrity of any bidding process by the FIVB, in order to allow equal access to the promotion of each candidature and the refusal of any risk of conflict of interests. Out of respect for the principle of neutrality of FIVB Board of Administration members, no public declaration appearing to give a favourable opinion of one of the candidatures may be made.
- 13.3 Organizers wishing to host a FIVB competition shall, inter alia, refrain from approaching another party, or a third authority, with a view to obtaining any financial or political support inconsistent with the provisions of such manuals and the FIVB Constitution and Regulations.
- 13.4 With respect to candidatures for elections – and in addition to other principles set out in this Chapter 1 – the Parties shall:
- a. promote their candidature with dignity, integrity and moderation, respecting at all times and at all levels the FIVB, the other candidates and the voters;
  - b. not enter into any form of undertaking with any natural or legal person likely to affect their freedom of decision or action after taking office;
  - c. not produce any defamatory spoken word, written text or representation of any nature likely to harm the image of another candidate or cause him/her prejudice; and
  - d. not, directly or indirectly, solicit, accept or offer any form of remuneration or commission, nor any concealed benefit or service of any nature for the direct or indirect benefit of another Party and/or the voters.

### **14. RELATIONS WITH STATES**

- 14.1 The Parties shall work to maintain harmonious relations with state authorities, in accordance with the principle of universality and political neutrality that applies to sports organizations within the Olympic Movement.

14.2 The Parties are free to play a role in the public life of the states to which they belong. They may not, however, engage in any activity or follow any ideology inconsistent with the principles and rules defined in the FIVB Constitution and Regulations.

14.3 The Parties shall endeavour to protect the environment on the occasion of any events they organise. In the context of the Competitions, they undertake to uphold generally accepted standards for environmental protection.

## **15. CONFIDENTIALITY AND RETALIATION**

15.1 The Parties shall not disclose information entrusted to them by the FIVB unless approved by the FIVB or required by law. For the avoidance of doubt, this include any information received because of their status as Parties. The principle of confidentiality shall be strictly respected. The obligations of the Parties extend after the end of their relationship with the FIVB.

15.2 Any Party shall have the right to report proposed breaches of these or other FIVB Regulations. Any retaliation or attempts of retaliation shall be considered a breach of this Code of Ethics and subject to sanction hereunder.

## **16. IMPLEMENTATION**

16.1 The Parties shall see to it that the principles and rules of the FIVB Constitution and the present Code of Ethics are applied.

16.2 Violations of this Section shall be sanctioned in accordance with the sanctions listed in Article 3 above.

## CHAPTER 3 FIVB Ethics Panel

### 17. COMPOSITION

17.1 The FIVB Ethics Panel ("Panel") is composed of one (1) Chairperson, one (1) Vice-Chairperson and three (3) members appointed by the FIVB Congress for a renewable term of four (4) years starting from one FIVB non-elective Congress until the next non-elective Congress. All Confederations and at least one member of the gender-in-minority shall be represented on the Ethics Panel.

17.2 The persons appointed to the Panel must be completely independent from the FIVB, its National Federation and the Parties and may not hold any other position, with the exception of honorary titles, in FIVB, the Confederations or the National Federations.

17.3 The Panel shall have the following composition for individual cases:

17.3.1 The Panel hears cases related to breaches of this Code of Ethics and conducts the integrity check as a three (3) member panel appointed by the Panel Chairperson.

If member is unavailable, resigns, or has a conflict of interest, the Panel Chairperson shall appoint a substitute to sit on the Panel.

### 18. TERMS OF REFERENCE

18.1 In the framework of the competence of the Panel as defined in the FIVB Constitution and the present Code of Ethics, the terms of reference of the Panel are:

18.1.1 to take decisions on cases submitted to it related to breaches of this Code of Ethics; and

18.1.2 to perform an integrity check and scrutinise any person elected or appointed to or candidates for positions in the FIVB Governing Institutions to ensure that the persons



holding or seeking positions within the FIVB meet the ethical standards required to hold such positions; and

- 18.1.3 to perform any other task, linked to the development of and respect for the ethical principles, assigned to it in the FIVB Constitution, the present Code of Ethics or by the FIVB Board of Administration.
- 18.2 Any person implicated in a case submitted to the Panel shall be immediately informed. Such person may make his/her observations if he/she deems it necessary to do so. If the person in question is a legal person, the Panel will inform its representative. Such representative may make his/her observations if he/she deems it necessary to do so.
- 18.3 The Panel may decide at its sole discretion to submit opinions or recommendations related to changes in the Code of Ethics to the FIVB Board of Administration.
- 18.4 In the absence of a consensus, decisions by the Panel will be taken by a simple majority of the members present. Votes are taken by secret ballot if the Chairperson or a majority of members present request it. Proxy votes are not permitted. If necessary, the members may take part in the deliberations by telephone conference or videoconference. In certain circumstances, the Panel members may be consulted by means of circulating the documents. The deliberations and votes are confidential.
- 18.5 The Panel shall be assisted by a member of the FIVB Secretariat appointed by the FIVB President as Secretary to the Panel.
- 18.6 The Panel may present a report on its activities to the FIVB Congress so long as it informs the FIVB Secretariat at least two (2) months before the start of the FIVB Congress.

## CHAPTER 4 Procedural provisions

### 19. CONFIDENTIAL REPORTING OF POTENTIAL BREACHES

#### 19.1 Confidential Reporting of Potential Breaches

19.1.1 The Parties shall inform the FIVB Ethics Panel Secretariat by email at [ethics@fivb.com](mailto:ethics@fivb.com) or through another forum designated by the FIVB Ethics Panel Secretariat, in the strictest confidentiality and by using the appropriate mechanisms, of any information related to a violation of these Regulations, with a view to possible referral to the FIVB Ethics Panel.

19.1.2 Any disclosure of information must not be for personal gain or benefit, nor be undertaken maliciously to damage the reputation of any person or organisation.

19.1.3 The FIVB Ethics Panel Secretariat shall ensure that:

19.1.3.1 Protections are in place to protect the identity of the person reporting the alleged breach and the confidentiality of these proceedings. These protections of identity shall extend to the subsequent hearing process if the person reporting the breach wishes to testify before the FIVB Ethics Panel in a confidential manner so long as the accused party's right to be heard is also respected.

19.1.3.2 information related to the conduct of any proceedings under this Code of Ethics are only provided to those persons directly involved in the investigation of the report.

### 20. INVESTIGATION AND BRINGING OF CHARGES

#### 20.1 Investigation

20.1.1 Upon receipt of a report of a potential violation of this Code of Ethics, the FIVB Ethics Panel Secretariat shall commission an investigation.

20.1.2 The investigator shall be responsible for examining the report and obtaining any additional evidence, including but not limited to, witness statements, declarations, documents, opinions, recordings, or any other relevant proof. Once the investigator has concluded its investigation, the investigator shall assert whether there is sufficient evidence to bring a charge for a violation of the Code of Ethics and inform the FIVB, which would bring the charge before the FIVB Ethics Panel, of its conclusion, the legal grounds of his conclusion, the proposed range of sanctions as well as the evidence on which the conclusion based.

## 20.2 Bringing of Charges

20.2.1 Should a charge of an ethics violation be asserted by the FIVB, the person listed under Article 1 who is alleged to have committed a violation of these Regulations must be informed of the alleged violations that have been committed, details of the alleged acts and/or omissions, and the range of possible sanctions. Notices shall be accomplished directly to the person concerned. In the event that the contact details of the person concerned are not known to the FIVB, notices may be accomplished by delivery of the notice to the NF to which this person is affiliated or is a member of.

20.2.2 Upon request by the competent FIVB body, the concerned person must provide any information which the FIVB Ethics Panel considers may be relevant to investigate the alleged violation, including records relating to the alleged violation (such as betting account numbers and information, itemised telephone bills, bank statements, internet service records, computers, hard drives and other electronic information storage devices), and/or a statement setting out the relevant facts and circumstances around the alleged violation.

## **21. HEARING PROCEDURE**

### **21.1 Provisional measures**

21.1.1 The FIVB Ethics Panel may impose provisional measures, including a provisional suspension, on Parties where there is a particular risk to the reputation of the sport or urgency.

21.1.2 Where a provisional measure is imposed or a voluntary suspension accepted, this shall be taken into consideration in the determination of any sanction which may ultimately be imposed.

### **21.2 Rights of the concerned person**

In all procedures linked to violations of the present Regulations, the following rights must be respected:

21.2.1 The right to be informed of the charges;

21.2.2 The right to a fair, timely and impartial hearing either by appearing personally in front of the competent FIVB body and/or submitting a defence in writing. The following principles apply:

- a) Except as otherwise provided herein, e.g. provisional measures, a sanction may not be imposed before the person concerned has had the opportunity to be heard and to present his/her case.
- b) The FIVB Ethics Panel is free to decide whether the right to be heard may be exercised solely in writing (ordinary mail, facsimile, email), or also orally. It may authorize the use of telephone or video conference.
- c) Proceedings shall be conducted in English unless otherwise decided by the competent FIVB body.

21.2.3 The right to be accompanied and/or represented by a legal counsel. Parties shall be responsible for and bear the expenses of their representatives, experts, witnesses etc.

### 21.3 Burden and standard of proof

The FIVB shall have the burden of establishing that a violation has been committed. The standard of proof in all matters under these Regulations shall be the comfortable satisfaction, a standard that implies more than a preponderance of the evidence but less than beyond a reasonable doubt.

### 21.4 Hearing and decision-making process

21.4.1 The competent FIVB body shall evaluate the evidence, take into consideration the specific conditions under which the events occurred, the previous conduct of the person(s)/or institution(s) concerned and generally all the circumstances in order to determine whether and to what extent a sanction is required. The following principles apply:

- a) When determining the appropriate sanctions applicable, the FIVB Ethics Panel shall take into consideration all circumstances and shall detail the effect of such circumstances on the final sanction in the written decision.
- b) Substantial assistance provided by a Party that results in the discovery or establishment of an offence by another Party may reduce any sanction applied under these Regulations.

21.4.3 The FIVB Ethics Panel is entitled to the benefit of legal counsel.

21.4.4 At the end of the deadline granted for the exercise of the right to be heard or following the hearing at which the right to be heard was also exercised orally, the FIVB institution will take its decision which will be notified to the concerned person. This decision will indicate the deadline and appeal process, specifically mentioning the competent institution to revise the decision taken.

21.4.5 Decisions are taken by majority. In case of a tie, the Chairperson has the casting vote.

21.5 Confidentiality

21.5.1 The principle of confidentiality must be strictly respected by the competent FIVB body during all the procedure; information should only be exchanged with entities on a need to know basis. Confidentiality must also be strictly respected by any person concerned by the procedure until there is public disclosure of the case.

21.5.2 Decisions may be published on the FIVB official website and/or the official FIVB publications.

**22. APPEALS**

An appeal against the decision by the Ethics Panel can only be lodged with the Court of Arbitration for Sport in Lausanne, Switzerland, within twenty-one (21) days following receipt of the decision. The language of the proceedings shall be English.

## **SECTION III FINAL PROVISIONS**

### **23. ENTRY INTO FORCE**

These Code of Ethics were approved by the FIVB Board of Administration on 3 November 2020 and entered into force on 13 November 2020.

## **APPENDIX A**

### **Basic Universal Principles of Good Governance of the Olympic and Sports Movement**

#### **A.1. VISION, MISSION AND STRATEGY**

##### A.1.1 Vision

The vision and overall goals of the organisations have to be clearly defined and communicated.

##### A.1.2 Mission

The mission should include:

- development and promotion of sport;
- promotion of the values of sport;
- organisation of competitions;
- ensuring a fair sporting contest at all times;
- protection of the members and particularly the athletes;
- solidarity,
- respect for the environment.

##### A.1.3 Strategy

The strategy is to be aligned with the vision and regularly adapted to the environment. The strategy of sporting organisations should be elaborated at the highest level of the organisation.

#### **A.2. STRUCTURES, REGULATIONS AND DEMOCRATIC PROCESS**

##### A.2.1 Structures

A.2.1.1 All sports organisations in the Olympic and Sports Movement should be based on the concept of membership within entities established in accordance with applicable laws.



A.2.1.2 The sports organisations should include as members legal or physical persons who constitute the organisation and contribute to form the will of the organisation.

A.2.1.3 The stakeholders of the organisation encompass all members who make up the organisation as well as all external entities who are involved and have a link, relation with or interest in the organisation.

A.2.2 Clear regulations

A.2.2.1 All regulations of each organisation and governing body, including but not limited to, statutes/constitutions and other procedural regulations, should be clear, transparent, disclosed, publicised and made readily available.

A.2.2.2 Clear regulations allow understanding, predictability and facilitate good governance. The procedure to modify or amend the regulations should also be clear and transparent.

A.2.3 Governing bodies

A.2.3.1 The size of the governing bodies should be adequate and consistent with the size of the sports organisations. The tasks and responsibilities of the governing bodies should be clearly defined in the applicable regulations and should be adapted and reviewed as necessary.

A.2.3.2 Governing bodies should be entitled to create standing or ad hoc committees with specific responsibilities, in order to help them in their tasks.

A.2.3.3 The organisation should set out and adopt reliable and appropriate criteria for the election or appointment of members of the governing bodies so as to ensure a high level of competence, quality and good governance.

A.2.4 Representative governing bodies

Members of the organisation should be represented within the

governing bodies, particularly women and athletes. Special care should be taken for protection and representation of minority groups.

A.2.5 Democratic processes

Democratic processes, such as elections, should be governed by clear, transparent and fair rules.

A.2.6 Attributions of the respective bodies

A clear allocation of responsibilities between the different bodies such as general assembly, executive body, committees or disciplinary bodies, should be determined. There should be a balance of power between the bodies responsible for the management, supervision and control of the sport organisations: principle of checks and balances.

A.2.7 Decision-making

A.2.7.1 All members of the sports organisations shall have the right to express their opinion on the issues on the agenda through appropriate channels. Members shall have the right to vote and be able to exercise that right in appropriate form as defined in the regulations of the governing body. Decision-making bodies should be fully aware of all relevant information before taking a decision.

A.2.7.2 Bodies of the organisation should meet on a regular basis taking into consideration their specific duties and obligations.

A.2.8 Conflicts of interests

As a general principle, members of any decision-making body should be independent in their decisions. No-one with a personal or business interest in the issue under discussion should be involved in the decision. Adequate procedures should be established in order to avoid any conflicts of interests.

A.2.9 Election or renewal of office-bearers on a regular basis

The duration of the terms of office should be pre-determined in order to allow election/renewal of office-bearers on a regular basis. Access for new candidates should be encouraged.

A.2.10 Decisions and appeals

A.2.10.1 Any member affected by a decision of a disciplinary nature taken by any sports organisation should be offered the possibility to submit an appeal to an independent body within the sport's jurisdictions.

A.2.10.2 When decisions are taken against a member, special attention should be paid to the appropriate balance between transparency and protection of privacy.

**A.3. HIGHEST LEVEL OF COMPETENCE, INTEGRITY AND ETHICAL STANDARDS**

A.3.1 Competence of the members of the executive body

Members of the executive body should be chosen on the basis of their ability, competence, quality, leadership capacity, integrity and experience. The use of outside experts in specific fields should be considered when necessary.

A.3.2 Power of signature

Good governance implies proper financial monitoring. In order to avoid any abuse of powers of representation (in particular signing), adequate rules should be set up, approved and monitored at the highest level. Precise, clear and transparent regulations should be established and applied, and effective controlling systems and checks and balances should be put in place. As a general rule, individual signature should be avoided for binding obligations of an organisation.

A.3.3 Internal management, communication and coordination

A.3.3.1 Good internal communication reinforces the efficiency of sporting organisations. Good information flow inside sporting organisations ensures good understanding by membership of activities undertaken and allows managers to make timely and informed decisions.

A.3.3.2 Good working conditions and atmosphere as well as motivation and incentive policies are essential for the smooth functioning of the organisation.

#### A.3.4 Risk management

A clear and adequate risk-management process should be put in place:

- identification of potential risks for the sports organisations,
- evaluation of risks,
- control of risks,
- monitoring of risks,
- disclosure/transparency.

#### A.3.5 Appointment of the members of the management

Leadership is above management. The majority of the members of management should be professional. Candidates should have professional competency and an impeccable professional history. The selection process should be based on objective criteria and should be set out clearly.

#### A.3.6 Code of Ethics and ethical issues

Develop, adapt and implement ethical principles and rules. Ethical rules should refer to and be inspired by the IOC Code of Ethics. Monitor the implementation of ethical principles and rules.

### **A.4. ACCOUNTABILITY, TRANSPARENCY AND CONTROL**

#### A.4.1 Accountability

A.4.1.1 All bodies, whether elected or appointed, shall be accountable to the members of the organisation and, in certain cases, to their stakeholders.

A.4.1.2 In particular, the executive body shall be accountable to the General Assembly of the organisation. Management shall be accountable to the executive body. All employees shall be accountable to management.

#### A.4.2 Processes and mechanisms

Adequate standards and processes for accountability should be in place and available to all organisations, and consistently applied and monitored. Clear and measurable objectives and targets must be set

for the organisation, its boards, management and staff, including also appropriate tools for assessment.

#### A.4.3 Transparency and communication

A.4.3.1 Financial information should be disclosed gradually and in appropriate form to members, stakeholders and the public. Disclosure of financial information should be done on an annual basis.

A.4.3.2 The financial statements of sports organisations should be presented in a consistent way in order to be easily understood.

#### A.4.4 Financial matters – Applicable laws, rules, procedures and standards

A.4.4.1 Accounts should be established in accordance with the applicable laws and “True and fair view” principle.

A.4.4.2 The application of internationally recognised standards should be strongly encouraged in all sports organisations and required for an international body. For all organisations, annual financial statements are to be audited by independent and qualified auditors.

A.4.4.3 Accountability and financial reports should be produced on a regular basis. Information about remuneration and financial arrangements of the governing bodies’ members should be part of the annual accounts.

A.4.4.4 Clear rules regarding remuneration of the members of governing bodies and managers should be enforced. Remuneration procedures should be transparent and predictable.

#### A.4.5 Internal control system

Internal control of the financial processes and operations should be established within the sports organisations.

The adoption of a compliance system, document retention system and information security system should be encouraged. The structure of the internal control system should depend on the size and importance

of the organisation. Audit committees should be appointed for large sports organisations.

A.4.6 Education and training

A.4.6.1 There should be an induction programme for all new members of staff, volunteer officers and all board members.

A.4.6.2 Ongoing education and training of executives, volunteers and employees should be integral to operations.

A.4.6.3 The promotion of self-education and regular training within the sport organisations should be encouraged.

## **A.5. SOLIDARITY AND DEVELOPMENT**

A.5.1 Distribution of resources

A.5.1.1 As a principle, financial resources which are proceeds of sport should be allocated to sport and in particular to its development after covering all necessary sports-related costs.

A.5.1.2 Financial revenues should be distributed in a fair and efficient manner. A fair distribution of the financial revenues contributes to having balanced and attractive competitions. A clear and transparent policy for the allocation of the financial revenues is essential.

A.5.2 Equity

A.5.2.1 Resources should be distributed equitably. The equity in sport should be reinforced.

A.5.2.2 The right to participate in competitions should be encouraged and secured for those at an appropriate level for the athletes concerned. The opportunity to organise large sports events should be open. The criteria for choosing venues for events should be fair and transparent.

A.5.3 Development

The development of partnership relations between different sports organisations in developing countries should be encouraged. The expansion of sports facilities in developing countries should be promoted.

**A.6. ATHLETES' INVOLVEMENT, PARTICIPATION AND CARE**

A.6.1 Right to participate and involvement of the athletes in the Olympic and Sports Movement and governing bodies

The right of athletes to participate in sports competitions at an appropriate level should be protected. Sports organisations must refrain from any discrimination. The voice of the athletes should be heard in sporting organisations.

A.6.2 Protection of athletes

Measures should be taken to prohibit exploitation of young athletes. Athletes should be protected from unscrupulous recruiters and agents. Cooperation with the government of the countries concerned should be developed. Codes of conduct should be signed by all sport organisations.

A.6.3 Health

Sports organisation shall adopt rules for the protection of the athletes' health and to limit the risk of endangering the athletes' health (medical supervision, number of days of competition, pollution, etc.).

A.6.4 Fight against doping

Sports organisations shall fight against doping and uphold anti-doping policy. Zero tolerance in the fight against doping should be encouraged in all sports organisations at all levels. Sports organisations shall protect the athletes from doping in particular through prevention and education.

A.6.5 Insurance

Insurance in case of death or serious injury is to be recommended for all athletes and should be mandatory for young/junior athletes. Whenever and wherever possible, athletes should be provided with social security coverage. Special insurance policies should be available for professional athletes. The organisers of sports events should obtain adequate insurance coverage.

A.6.6 Fairness and fair play

Fairness and fair play are central elements of the competition. Fair play is the spirit of sport. The values of sport and friendship shall be promoted.

A.6.7 Athletes' education and career management

Educational programmes, developing in particular "Sport and Studies" programmes, should be encouraged. Career management programmes should be promoted. Training professional athletes for new professional opportunities after their sports careers should be encouraged.

## **A.7. HARMONIOUS RELATIONS WITH GOVERNMENTS WHILE PRESERVING AUTONOMY**

A.7.1 Cooperation, coordination and consultation

Sporting organisations should coordinate their actions with governments. Cooperation with governments is an essential element in the framework of sporting activities. Cooperation, coordination and consultation are the best way for sporting organisations to preserve their autonomy.

A.7.2 Complementary mission

Governments, constituents of the Olympic Movement, other sports organisations and stakeholders have a complementary mission and should work together towards the same goals.

A.7.3 Maintain and preserve the autonomy of sport



The right balance between governments, the Olympic Movement and sporting organisations should be ensured.